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<sup>1</sup> Attachment to policy memo 3

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 554<sup>TH</sup> ENGINEER BATTALION  
1<sup>ST</sup> ENGINEER BRIGADE  
FT. LEONARD WOOD, MO 65473

REPLY TO  
ATTENTION OF

ATSE-DE

16 July 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Battalion Commander's Policies

1. Periodically I will provide policies and guidance to Soldiers and Civilians in the 554<sup>th</sup> Engineer Battalion through the publication of policy memorandums. I expect all members of this battalion to read and be familiar with these policies. New Soldiers and Civilians will accomplish this within 30 days of arrival in the battalion. The S1 will publish copies of these policies each time they are updated.
2. Recommendations for the improvement of our organization are always welcome. Please forward your input and recommendations through the chain of command to the Battalion Commander or Command Sergeant Major.

Encl  
Policy Memorandum Index

  
CHRISTOPHER T. DREW  
LTC, EN  
Commanding

DISTRIBUTION:

BN CDR, XO, CSM  
Cdr, Co A, 554<sup>th</sup> En Bn  
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Cdr, Co E, 554<sup>th</sup> En Bn  
Cdr, Co H, 554<sup>th</sup> En Bn  
S1, S2/3, S4



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 554<sup>TH</sup> ENGINEER BATTALION  
1<sup>ST</sup> ENGINEER BRIGADE  
FT. LEONARD WOOD, MO 65473

REPLY TO  
ATTENTION OF

ATSE-DE

16 July 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy memorandum #1 – Commander's intent and CCIR

1. **Purpose:** To provide commanders, leaders and staff, guidance and priorities for operations for all 554<sup>th</sup> Engineer Battalion Soldiers and Civilians.

2. **Key Tasks:**

a. 554<sup>th</sup> Engineer Battalion will:

- 1) Train technically and tactically competent, values-based engineers and engineer mechanics for the Armed Services
- 2) Conduct leader education and training to produce engineer leaders for the Regiment.
- 3) Support Fort Leonard Wood and the surrounding communities

b. 554<sup>th</sup> Engineer Battalion leaders will:

- 1) Care for Soldiers, Civilians and families
- 2) Treat all Soldiers with respect and dignity in accordance with the Army Values, Army regulations, TRADOC regulations and directives
- 3) Provide a safe and secure work environment
- 4) Develop leaders by training subordinates
- 5) Communicate the mission, goals, achievements and difficulties of the institution in a clear, effective and forthright manner to both internal and external constituencies
- 6) Live the Army Values
- 7) Seek to improve their organizations every day

c. 554<sup>th</sup> Engineer Battalion staff will:

- 1) Fully support the companies in the execution of their missions
- 2) Support the mission of the battalion in their transactions with students, staff, the companies, 1<sup>st</sup> Engineer Brigade, the US Army Engineer School, MANSCEN, installation and the public
- 3) Actively seek resources to support the mission and goals of the battalion and the companies.
- 4) Be a quality workforce equipped with appropriate skills and knowledge
- 5) Be effective and timely in required actions



d. 554<sup>th</sup> Engineer Battalion cadre/instructors will:

- 1) Remain current in their fields of expertise and incorporate that expertise in the educational process as appropriate.
- 2) Improve instruction through the use of innovative teaching methods that require students to become actively involved in the learning process and develop the critical thinking skills necessary for life-long learning.
- 3) Enhance the professional expertise of our regiment by contributing to the development of doctrine and by preparing articles for dissemination through publication or inclusion in lessons learned.
- 4) Regularly review the curriculum and instruction offered and recommend necessary additions and deletions to meet changing needs of the regiment and the Army.

e. 554<sup>th</sup> Engineer Battalion students will:

- 1) Take responsibility for their own learning and education
- 2) Learn, embrace and live the Army Values
- 3) Participate in activities to strengthen the relationships within the unit and community
- 4) Prepare themselves physically and mentally to be ready to deploy, fight and win when they return to the operational Army.

3. **End State** - 554<sup>th</sup> Engineer Battalion is an effective organization that prepares Soldiers and leaders to serve the Army as professional military engineers that care for our Soldiers, Civilians and families and they are proud to be part of the unit.

4. **Commander's Critical Information Requirements –**

a. Immediate notification/wake-up criteria: (OPREP required)

- 1) Any death or serious injury involving a 554<sup>th</sup> Engineer Battalion member – Soldier, Civilian or family member
- 2) Any confirmed case of heat exhaustion, heat stroke, carbon monoxide poisoning, hypothermia or frostbite to a battalion Soldier, Civilian or family member
- 3) Serious crimes (aggravated assault; kidnapping; rape; larceny exceeding \$5000; murder (or attempted murder) by or against a battalion Soldier, Civilian or family member
- 4) Any significant force protection threat that would require a response or immediate actions by the battalion (i.e. bomb threat, bio threat)
- 5) Theft, suspected theft or loss (to include loss of accountability) or recovery of weapons, explosives, munitions or sensitive items (including classified material, cryptographic items).

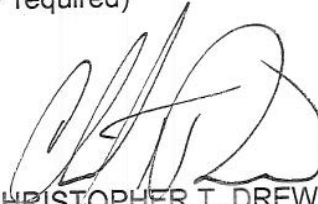
b. First light/soon as feasible notification: (OPREP required as indicated)

- 6) Officer/NCO misconduct
- 7) Allegations of/confirmed trainee abuse (confirmed case requires OPREP)
- 8) Allegations of cadre misconduct (not related to trainee abuse)
- 9) Allegations of or suspected child abuse/domestic violence (OPREP required)
- 10) Suicide attempts by a Soldier, Civilian or family member of the battalion (OPREP required)

ATSE-DE

SUBJECT: Policy Memorandum #1 – Commander's Intent and CCIR

- 11) Apprehension or arrest of any Soldier by law enforcement (military or civilian)
- 12) Any incident involving alcohol (DUI, public intoxication, fighting, damage to property)
- 13) Theft, suspected theft or loss, wrongful appropriation or willful destruction of government property, appropriated or non-appropriated funds valued at more than \$1000.
- 14) Wrongful possession, manufacture and/or distribution of narcotics, stimulants, depressants, hallucinogens, anabolic steroids and chemicals used in the illicit production of controlled substances. (OPREP required)
- 15) Property damage or loss of property or equipment exceeding \$1000.
- 16) Resource shortfall that negatively impacts the battalion's ability to execute its mission to established standards.
- 17) Any other incident by a 554<sup>th</sup> Engineer Battalion member that could create a negative perception and media attention. (OPREP required)



CHRISTOPHER T. DREW  
LTC, EN  
Commanding

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Cdr, Co H, 554<sup>th</sup> En Bn  
S1, S2/3, S4

ATSE-DE

SUBJECT: Policy Memorandum, #2 - Equal Opportunity

3. SUPERSESSION. This memorandum supersedes the previous command policy on this subject.

4. PROPONENCY. The proponent for this command policy is 554th Engineer Battalion Equal Opportunity Noncommissioned Officer, 6-0821.



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S1, S2/3, S4





DEPARTMENT OF THE ARMY  
Headquarters, 554<sup>th</sup> Engineer Battalion  
1<sup>st</sup> Engineer Brigade  
Fort Leonard Wood, Missouri 65473-6400

REPLY TO  
ATTENTION OF

ATSE-DE

22 July 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Memorandum #3, Prevention of Sexual Harassment and Sexual Assault

1. PURPOSE. To ensure all personnel know what sexual harassment and sexual assault are and how to handle cases

2. POLICY/PROCEDURES.

a. **Sexual harassment** is a form of sexual discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. It will not be tolerated in this battalion.

b. Sexual harassment is unacceptable behavior both on and off the job. It is the responsibility of every leader in the U.S. Army to recognize sexual harassment, examine all suspected or actual violations, and take necessary action to ensure that instances of sexual harassment are addressed swiftly, fairly and effectively. Individuals who are sexually harassed by supervisors, superiors or peers should make it clear that such behavior is offensive and report the harassment to the appropriate chain of command. There are two types of complaints, informal and formal.

c. It is each individual soldier's and civilian's responsibility to know what sexual harassment is, never to tolerate its occurrence and to report any violations of Department of the Army policy or of unit policy on sexual harassment to the chain of command. It is also the responsibility of every soldier and civilian to help prevent sexual harassment.

d. I am firmly committed to equal and fair treatment for all personnel within this battalion regardless of race, color, national origin, age, religion, or sex. Sexual harassment is a clear violation of this policy. In addition, sexual harassment violates the high standards of honesty, integrity, and impartiality established by this command and the United States Army.

e. Sexual harassment undermines the morale of both soldiers and civilian employees and will not be tolerated. It is the responsibility of supervisors at all levels to examine reports of sexual harassment and take appropriate action to ensure that instances of sexual harassment are addressed swiftly, fairly, and efficiently. I want to be informed immediately of any report of sexual harassment.

f. The chain of command will protect complainants from reprisal or retaliation for filing sexual harassment complaints. Report all of threats or acts of reprisal to me directly immediately!

3. **Sexual Assault** is a crime that cannot and will not be tolerated by this command. The nature of this offense is a crime and a violation of the Army Core Values. All leaders will take an active role in eradicating sexual assault within the Battalion.

**Definitions:**

a. **Sexual assault.** Sexual Assault is a crime. Sexual assault is defined as intentional sexual contact, characterized by use of force, physical threat or abuse of authority or when the victim does not or cannot consent. Sexual assault includes rape, nonconsensual sodomy (oral or anal sex), indecent assault (unwanted, inappropriate sexual contact or assault can occur without regard to gender or spousal relationship or age of victim. "Consent" shall not be deemed or construed to mean the failure by the victim to offer physical resistance. Consent is not given when a person uses force, threat of force, coercion or when the victim is asleep, incapacitated, or unconscious.

b. **Other sex-related offenses.** Other sex-related offenses are defined as all other sexual acts or acts in violation of the Uniform Code of Military Justice that do not meet the above definition of sexual assault, or the definition of Defense Military Equal Opportunity. Examples of other sex-related offenses could include indecent acts with another and adultery.

4. **Sexual Assault Program Phases:** The 554th Sexual Assault Prevention and Response Program have three phases:

a. **Phase I. Prevention.** This phase is continuous and concentrates on creating awareness of sexual assault issues and responsibilities for preventing sexual assaults within the battalion – Soldiers, civilians, and their family members. This phase also involves deterring would-be offenders by ensuring that the consequences of sexual assault are known and the judicial process is understood.

b. **Phase II. Crisis.** This phase begins with notification to the unit that a sexual assault has occurred, concentrates on providing expeditious care and support to the victim, as well as informing the victim of his or her rights (Encl 1). The victim must be referred to the Sexual Assault Response Coordinator (SARC) as soon as possible. The SARC will explain to the victim Advocacy Services available. The victim may then decide to accept the offer of the Victim Advocacy Services or choose to seek help without the presence or assistance of Victim Advocate (VA). Depending on the type of reporting selected by the victim (restricted or unrestricted), agencies are available to provide care and support for the victims of sexual assault, including the military police (MP), the Criminal Investigation Command (CID), the servicing staff judge advocate (SJA), the local medical treatment facility (MTF), the unit chaplain and the unit chain of command. Also critical to this phase are the proper and immediate actions by the chain of command to assist the military law enforcement personnel in conducting a thorough investigation by preserving possible evidence, not contaminating the crime scene and not releasing possible witnesses to the crime. Upon notification that a sexual assault has occurred in a unit, the unit commander will consider the case as genuine, place into action the Commander's Sexual Assault Case Checklist (Encl 2). This phase is complete once the victim begins Phase III.



c. **Phase III: Recovery.** This phase begins after the victim's immediate health concerns have been addressed and the victim has been informed of the availability of VA services for sexual assault. The goal of this phase is the rehabilitation of the victim and providing the victim/witness liaison support needed to keep the victim informed of ongoing investigative and legal processes related to the assault. This phase is continuous and will last as long as the victim indicates that he or she requires care.

5. **Victim Advocacy Support.** The victim's use of advocacy services is optional. However, commanders will ensure that victims have access to a well-coordinated, responsive sexual assault victim advocacy program that is available 24 hours a day, 7 days a week, both in Garrison and in deployed environments. The battalions will have a minimum of two unit victim advocates (UVA) in the rank of CW2/1LT/SSG/GS-9 or higher. Each UVA must be recommended by the commander and placed on appointment orders for the duty position.

a. The three echelons of sexual assault VA's in the Army's program in Garrison are as follows:

(1) **Sexual Assault Response Coordinator.** The SARC is responsible for coordinating the local implementation of the MANSCEN Sexual Assault Prevention and Response Program. The SARC assigns either an IVA or a UVA based on the desires of the victim.

(2) **Installation Victim Advocates.** IVA's work directly with the SARC, victims of sexual assault, UVA's and other installation-level response agencies.

(3) **Unit Victim Advocates.** UVA's are Soldiers or DA civilians who are trained to provide limited victim advocacy as collateral or additional duty. UVA's will be placed on an on-call roster maintained by the SARC and will be notified in advance of the specified times they are expected to be on call. During this on-call period, each UVA will stay in contact with the SARC in case a victim requires UVA services.

b. The two echelons of VA's in deployed environments are as follows:

(1) **Deployable Sexual Assault Response Coordinators.** Deployable SARC's are Soldiers trained and responsible for coordinating the unit sexual assault prevention and response program as a collateral or additional duty in a specified area of a deployed area.

(2) **Unit Victim Advocates.** UVA's are Soldiers or DA civilians who are trained to provide victim advocacy as a collateral or additional duty. If a DA civilian is chosen to be a UVA, an additional UVA will need to be trained if that battalion deploys.

6. **Sexual Assault Hotline.** A sexual assault hotline is available on Fort Leonard Wood to provide immediate response to the victims of sexual assault. The hotline is staffed around the clock for immediate availability of assistance for the victim. Based on the needs and desires of the caller, information is provided and community resources that can provide desired services are identified.

a. Sexual Assault Hotline Number: (573) 596-0466 (24 hr Social Work Services)

ATSE-DE

SUBJECT: Policy Memorandum #3, Prevention of Sexual Harassment and Sexual Assault

- b. Sexual Assault Response Line: (573) 433-9085 (24 hr Sexual Assault Response)
- c. Brigade Staff Duty Number: (573) 596-0222

7. **Reporting Sexual Assault.** An individual who is sexually assaulted may report the incident in a restricted or unrestricted manner. Upon notification of a sexual assault, the chain of command will report the incident immediately to the SARC who will advise the victim regarding his or her options for restricted and unrestricted reporting.

A. **Restricted Reporting.** Restricted reporting allows a sexual assault victim to confidentially disclose the details of the assault to the SARC or a health care provider and receive medical treatment, counseling and victim advocacy without triggering the official investigative process. As a general rule, the SARC, the assigned UVA and healthcare providers may not disclose confidential communications from a sexual assault victim who desires restricted reporting. However, the SARC must still report general information concerning the incident without information that could reasonably lead to the personal identification of the victim, to command officials within 24 hours after the incident. To report a sexual assault in the restricted reporting manner, a victim must make that report to the SARC, health care providers, a chaplain or their UVA.

b. **Unrestricted Reporting.** A Soldier who is sexually assaulted and desires medical treatment, counseling and an official investigation of his or her allegation should use normal reporting channels (for example, the chain of command or law-enforcement channels) or report the incident to the SARC. Details regarding the incident will be released only to those personnel who have a legitimate need to know, including the VA, the victim and the alleged offender's chain of command, medical personnel and law-enforcement officials. Upon notification of an unrestricted report of sexual assault, the Commander's Sexual Assault Case Checklist (Encl 2) will be placed into effect.

c. A Soldier who is not assigned as a Sexual Assault Response Coordinator, Installation/Unit Victim's Advocate, health care provider, or a Chaplain must report any known allegations of sexual assault to the chain of command within 24 hours.

8. All victims have the right to report sexual assault without threat, intimidations or fear of reprisal. Any person found threatening a victim or witness will be subject to punishment under the Uniform Code of Military Justice.

9. Any person found guilty of making false allegations or statements will be subject to punishment under the Uniform Code of Military Justice.

10. This memorandum will be effective until rescinded or suspended.

2 Enclosed

- 1. Victim Rights
- 2. Commander's Sexual Assault Case Checklist

  
CHRISTOPHER T. DREW  
LTC, EN  
Commanding



## VICTIM'S RIGHTS

1. The right to be treated with fairness and with respect for their dignity and privacy.
2. The right to effective and immediate medical care and attention, including long-term follow-up treatment, if eligible.
3. The right to be reasonably protected from the accused offender.
4. The right to be notified of court proceedings.
5. The right to be present at all public court proceedings related to the offense (unless the Court determines otherwise).
6. The right to talk with the attorney for the government in the case.
7. The right to restitution, if appropriate.
8. The right to information about the conviction, sentencing, imprisonment and release of the offender from custody.
9. The right, if desired, to confidential or restricted reporting of the sexual assault incident.



Enclosure 1



**Department of the Army**  
Sexual Assault Prevention and Response Program

**Commander's Sexual Assault Victim Assistance Checklist**

1. \_\_\_\_\_ Encourage the victim to report the incident and get a medical examination immediately (even if the incident occurred prior to the past 72 hours).
2. \_\_\_\_\_ Make appropriate administrative and logistical coordination for movement of victim to receive care. (Involve the minimum number of personnel possible and only on a need-to-know basis). *[In Theater]*
3. \_\_\_\_\_ Notify the Criminal Investigation Command and Provost Marshal (per AR 195-1, paragraph 6).
4. \_\_\_\_\_ Notify the Chaplain if the victim desires pastoral counseling or assistance.
5. \_\_\_\_\_ Report the sexual assault incident, within 24 hours of receipt, through the chain of command to the following, if entities have not been notified already:  

\_\_\_\_\_ Criminal Investigation Command

\_\_\_\_\_ Installation Provost Marshal

\_\_\_\_\_ Commanders in the chain of command (as appropriate)
6. \_\_\_\_\_ Ensure the CID notifies victims and witnesses of their rights through a completed Victims and Witnesses of Crime form, DD Form 2701. (Reference AR 27-10 and AR 600-20, Appendix G).
7. \_\_\_\_\_ Confer with commander's legal representative to consider legal options and responsibilities. If the subject is a Foreign National or from a Coalition Force, confer with SJA on responsibilities, options and victims rights. *[In Theater]*
8. \_\_\_\_\_ Ensure the victim is made aware of, and encouraged to exercise, their options during each phase of the medical, investigative, and legal processes.
9. \_\_\_\_\_ Determine the best courses of action for separating the victim and the subject during the investigation.
  - Determine whether the victim desires to be transferred to another unit.
  - Determine if the suspect needs/desires to be transferred to another unit.
  - A Military Protection Order (MPO) (DD Form 2873), referred to as "no contact orders" may be considered.
  - Coordinate with sexual assault resources and chain of command (involve as few people as possible and only on a need to know basis, protecting the victim's privacy) to determine if the victim's condition warrants redeployment/reassignment.
10. \_\_\_\_\_ Confer with servicing SJA office to consider pretrial options and responsibilities to include the possibility of pretrial restraint (including a no contact/military protective order) and appropriate disposition of the alleged offense.

11. \_\_\_\_ Flag (suspend favorable personnel actions) any Soldier listed as a subject in a CID report of investigation IAW AR 600-8-2, and suspend the Soldier's security clearance IAW AR 380-67.
12. \_\_\_\_ Inform the victim of the resources in theater that is available to them through the Victim and Witness Assistance Program (VWAP) (AR 27-10). Also, inform the victim of resources that are accessible from the Area of Operation, (i.e. Military One Source (International: 1-800-464-8107 or International collect: 484-530-5889, 24-hour-a-day, 7-day-a-week); DoD Deployment Health Support Hotline (1-800-497-6267 from 0900-2100 hours, Monday through Friday).
13. \_\_\_\_ Update the status of the victim and subject(s) within 14 calendar days and on a monthly basis thereafter, to the battalion or higher-level commander until the case is officially closed. If the victim or subject is transferred or redeployed prior to the case closing, coordinate with investigative and SJA personnel before ceasing monthly updates on parties involved.
14. \_\_\_\_ Initiate follow-up with the victim within 45 days after disposition of the case.
15. \_\_\_\_ Ensure unit personnel are abreast of risk factors associated with sexual assault, especially those risk factors unique to the deployed environment.

Enclosure 2



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
Headquarters, 554<sup>th</sup> Engineer Battalion  
1<sup>st</sup> Engineer Brigade  
Fort Leonard Wood, Missouri 65473-6400

ATSE-DE

22 July 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Memorandum #4, Equal Opportunity Complaint Procedures

1. All individuals within the 554<sup>th</sup> Engineer Battalion who believe that they have been subjected to harassment or discriminatory practices from a co-worker, supervisor, manager, service member, customer, or vendor, has the right to file a complaint. The individual with the complaint can report the conduct to his/her chain of command or unit equal opportunity representative.

2. While service members and civilian employees are encouraged to report violations of equal opportunity policies and regulations to their chain of command first, they are not required to do so. They may instead contact other agencies or offices listed below:

- Equal Opportunity Office
- Equal Employment Opportunity Office
- Inspect General's Office
- Staff Judge Advocate's Office
- Chaplain's Office
- Housing Division, Department of Public Works
- Medical Facilities
- Military Police/ Criminal Investigation Division

3. POLICY/PROCEDURES. There are two types of complaints, informal and formal.

Informal Complaint. An informal complaint is any complaint that a Soldier or family member does not wish to file in writing. The individual, another unit member, Equal Opportunity NCO, or a person in the complainant's chain of command usually resolves these complaints. Informal complaints are no less important than a formal complaint. Address complaints with a sense of urgency and a sincere intent to attain resolution. Notify the Brigade EO NCO of any complaint process, verbal, or written.

Formal Complaint. Formal complaints are filed by submitting a sworn statement on a DA Form 7279-R (Equal Opportunity Complaint Form) by a service member or family member.



ATSE-DE  
SUBJECT: Equal Opportunity Complaint Procedures

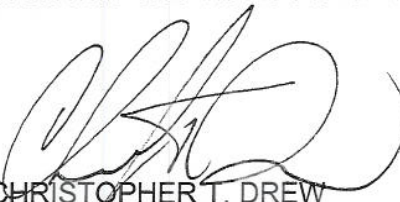
Soldiers have 60 calendar days from the date of the alleged incident in which to file a formal complaint. This time limit sets reasonable parameters for the inquiry or investigation and resolution of complaints, to include ensuring the availability of witnesses, accurate recollection of events, and timely remedial action. The following steps apply: (1) Notify the chain of command of their desire to present a complaint to the Equal Opportunity Staff Advisor (EOA) and (2) Notify the EOA and fill out a DA Form 7279-R.

Commanders must take action and ensure the person making the complaint has sworn to it on the DA Form 7279-R once notified of a complaint. Commanders will then contact the Brigade EOA within **24 hours**. Within **72 hours** Commanders will send a memorandum through the chain of command to the Commanding General. The commander will establish and implement a plan to protect the complainant, any named witnesses, and the alleged perpetrator from acts of reprisal. The plan will include, at minimum, specified meetings and discussions with the complainant, alleged perpetrator, named witnesses, and selected members of the chain of command and coworkers. Commanders have **3 days** to refer the complaint to other agencies. Commanders have **14 days** to investigate the allegations and meet with the victim to discuss the outcome and the results of the situation.

Commanders may request an extension in writing, by memorandum, to me for approval. Extensions will not exceed 30 calendar days after the initial 14 day suspense. The Commanding General must approve requests for further extensions.

Commanders will furnish the complainant written feedback within 14 days of the complaint. Feedback will be Parts II and III of the DA Form 7279-R.

4. Individuals have a responsibility to first inform the alleged offender that the behavior must stop. They should advise the commander, supervisor, or manager of the specifics of the discrimination or sexual harassment, and afford them the discrimination or sexual harassment, and afford them the opportunity to resolve the issue. Individuals will submit only legitimate complaints and exercise caution against unfounded or reckless charges. In the event of a complaint involving inter-service personnel, the complaint will be processed under the complaint procedures of the alleged offender's branch of service. Use the installation Equal Opportunity Advisors to assist in this complaint process.



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REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
Headquarters, 554<sup>th</sup> Engineer Battalion  
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Fort Leonard Wood, Missouri 65473-6400

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Soldiers have 60 calendar days from the date of the alleged incident in which to file a formal complaint. This time limit sets reasonable parameters for the inquiry or investigation and resolution of complaints, to include ensuring the availability of witnesses, accurate recollection of events, and timely remedial action. The following steps apply: (1) Notify the chain of command of their desire to present a complaint to the Equal Opportunity Staff Advisor (EOA) and (2) Notify the EOA and fill out a DA Form 7279-R.

Commanders must take action and ensure the person making the complaint has sworn to it on the DA Form 7279-R once notified of a complaint. Commanders will then contact the Brigade EOA within **24 hours**. Within **72 hours** Commanders will send a memorandum through the chain of command to the Commanding General. The commander will establish and implement a plan to protect the complainant, any named witnesses, and the alleged perpetrator from acts of reprisal. The plan will include, at minimum, specified meetings and discussions with the complainant, alleged perpetrator, named witnesses, and selected members of the chain of command and coworkers. Commanders have **3 days** to refer the complaint to other agencies. Commanders have **14 days** to investigate the allegations and meet with the victim to discuss the outcome and the results of the situation.

Commanders may request an extension in writing, by memorandum, to me for approval. Extensions will not exceed 30 calendar days after the initial 14 day suspense. The Commanding General must approve requests for further extensions.

Commanders will furnish the complainant written feedback within 14 days of the complaint. Feedback will be Parts II and III of the DA Form 7279-R.

4. Individuals have a responsibility to first inform the alleged offender that the behavior must stop. They should advise the commander, supervisor, or manager of the specifics of the discrimination or sexual harassment, and afford them the discrimination or sexual harassment, and afford them the opportunity to resolve the issue. Individuals will submit only legitimate complaints and exercise caution against unfounded or reckless charges. In the event of a complaint involving inter-service personnel, the complaint will be processed under the complaint procedures of the alleged offender's branch of service. Use the installation Equal Opportunity Advisors to assist in this complaint process.



CHRISTOPHER F. DREW  
LTC, EN  
Commanding

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BN CDR, XO, CSM  
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Cdr, Co C, 554<sup>th</sup> En Bn  
Cdr, Co D, 554<sup>th</sup> En Bn  
Cdr, Co E, 554<sup>th</sup> En Bn  
Cdr, Co H, 554<sup>th</sup> En Bn  
S1, S2/3, S4





DEPARTMENT OF THE ARMY  
Headquarters, 554<sup>th</sup> Engineer Battalion  
1<sup>st</sup> Engineer Brigade  
Fort Leonard Wood, Missouri 65473-6400

REPLY TO  
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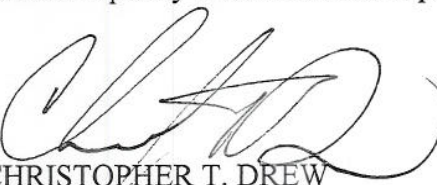
ATSE-DE

22 July 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Memorandum #5, Consideration of Others (CO2) Program

1. Consideration of Others (CO2) is a training tool for commanders. It helps commanders to strengthen their organizational climate by reinforcing the importance of the Army's Core Values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage.
2. I continue my commitment to training soldiers who understand and accept our Army Values and are ready to be integral members of the Total Army Team. I consider the small group sessions to be foremost in accomplishing the mission. Leader involvement at all levels must use the train-the-trainer program to make this successful down to the squad level.
3. All Soldiers and civilians will receive CO2 training once per quarter. The training will be led by a trained facilitator.
4. Facilitators must:
  - Receive an appointment from company commander.
  - Be a Staff Sergeant or above (duty can be performed by a civilian GS 9 or above).
  - Have a minimum of two years service remaining.
  - Attend the Small Group Instructor Course, and must attend the 2-day CO2 Facilitator Seminar.
5. PROPONENCY. The proponent for this command policy is the Battalion Equal Opportunity NCO.

  
CHRISTOPHER T. DREW  
LTC, EN  
Commanding

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Cdr, Co H, 554<sup>th</sup> En Bn  
S1, S2/3, S4



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 554<sup>TH</sup> ENGINEER BATTALION  
1<sup>ST</sup> ENGINEER BRIGADE  
FT. LEONARD WOOD, MO 65473

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ATSE-DE

16 July 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Memorandum #6, Safety

1. Soldiers and their families are our most valuable assets. We must protect them by ensuring that risk management is incorporated into every operation we conduct. Accident and injury prevention enhance combat readiness and are among the most important responsibilities of leadership.
2. I am the Battalion Safety Officer and company commanders are the company safety officers. I will appoint an additional duty safety officer at the battalion level and company commanders will appoint an additional duty non-commissioned officer at the company level (SSG with one year retainability). These individuals will conduct the battalion's day-to-day safety program. They will also complete the commander's safety course and composite risk management course within 90 days of assuming duty.
3. Leader involvement is the key to safe, realistic training. For every event, leaders will assess and mitigate risks by: Identifying and assessing hazards; developing control measures to reduce or eliminate those hazards; implementing the controls; and supervising execution to ensure those controls remain in place. Moreover, every member of this command is empowered to stop or correct an unsafe act on the spot.
4. I am the risk decision authority for all events that are medium risk or can be mitigated to medium risk. Company commanders are the approval authority for low risk operations. The brigade commander is the approval authority for high risk operations. The CG, MANSCEN, is the approval authority for very high risk events. With regard to extreme weather, I am the approval for training when the heat category reaches III and IV. The Brigade Commander is the approval authority for heat category V. In order for training to continue in these heat categories, commanders or cadre on-site will confirm that all measures for heat injury mitigation (ice, water, ice sheets, work/rest cycle, etc.) are on site.
5. All leaders will integrate the Composite Risk Management (CRM) process, described in FM 5-19 (Composite Risk Management), into all operations—on and off-duty.
6. Commanders will execute the following safety initiatives:
  - a. CRM Assessments. Conduct a risk assessment for every training event and obtain approval at the designated risk-decision authority. Written risk assessments will be conducted as part of initial planning and refined 24-hours before the event. On the day of the event, prior to the beginning of training and as training is conducted, risk assessments will be refined as required.



ATSE-DE

SUBJECT: Policy Memorandum #6 - Safety

b. Safety briefings and discussions. Commanders will ensure that first-line supervisors conduct a safety briefing and discussion prior to weekends, pass periods, and holiday periods. These discussions will be tailored to target risks unique to the battalion's population. I encourage leaders to leverage the assets available at the MANSCEN safety web site <http://www.wood.army.mil/safety/> and the Army's combat readiness center (CRC) web site (<https://crc.army.mil/home/>).

c. Leaves and Passes. Conduct POV safety inspections and review Travel Risk Assessments for personnel taking leave or pass outside of a 250 mile radius and/or out of the state of Missouri and prior to any extended holiday weekend.

d. Training. All unit personnel will receive mandatory annual safety training and complete the online CRM course IAW the Annual Training Guidance.

e. Motorcycle Safety. Commanders will ensure that anyone that operates a motorcycle attends a Motorcycle Safety Foundation course if they have not already done so (offered regularly through the MANSCEN Safety Office) and understands the personal protective equipment (PPE) requirements that apply on and off post—long pants, long sleeve shirt, helmet with face shield or safety goggles, full-fingered gloves, reflective vest or belt.

f. Safety Meetings. The battalion commander will host a monthly safety meeting with company commanders on the second Tuesday of each month immediately following the first monthly Command and Staff meeting. The agenda will include: safety trends; safety bulletins/lessons learned that apply to our population; commanders safety concerns.

g. Reporting. When accidents do occur, I expect complete and timely investigations, reports, and corrective action implemented to prevent recurrence.

h. Dispatching. Amber and red road conditions require daily battalion commander signature for tactical vehicle dispatch.

7. Safety awareness and accident prevention, on and off duty, are everyone's responsibility. Leaders must remain active in identifying unsafe acts and correcting them on the spot. Through a concerted effort, we can reduce accidents. I expect your full support!

  
CHRISTOPHER T. DREW  
LTC, EN  
Commanding

DISTRIBUTION:

BN CDR, XO, CSM

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Cdr, Co E, 554<sup>th</sup> En Bn

Cdr, Co H, 554<sup>th</sup> En Bn

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HEADQUARTERS, 554<sup>TH</sup> ENGINEER BATTALION  
1<sup>ST</sup> ENGINEER BRIGADE  
FT. LEONARD WOOD, MO 65473

ATSE-DE

14 July 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy memorandum # 7, Open Door Policy

1. One of my main responsibilities is the health, morale and welfare of all members of this command. The purpose of the Open Door Policy is to give every Soldier the opportunity to see me when needed.
2. This policy is not intended to disregard the chain of command and should not be used for routine matters. The chain of command should not be the primary means of communication, so it can remain fully responsive to the needs of Soldiers and family members. I encourage all battalion members to seek resolution of issues with their immediate supervisor.
3. Anyone who would like to discuss a problem with me should make an appointment through their chain of command, the Command Sergeant Major, or the battalion secretary. As I visit training and work sites, consider my presence as part of the open door policy – if a Soldier has an issue. My door is always open to any service member or civilian of the DRAGON Battalion.

CHRISTOPHER T. DREW  
LTC, EN  
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Cdr, B/554<sup>th</sup> EN BN  
Cdr, C/554<sup>th</sup> EN BN  
Cdr, E/554<sup>th</sup> EN BN  
Cdr, H/554<sup>th</sup> EN BN  
S1, S2/3, S4



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 554<sup>TH</sup> ENGINEER BATTALION  
1<sup>ST</sup> ENGINEER BRIGADE  
FT. LEONARD WOOD, MO 65473

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16 July 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Memorandum #8 – Battalion Reenlistment Incentive Program

1. It is critical that we do our part to reenlist quality Soldiers so that the Army can continue to execute its most basic mission to "fight and win the nation's wars". I expect all commanders and senior NCOs to personally involve themselves in their reenlistment program in order to guarantee the battalion attaining its mission each quarter. The strength of the United States Army depends upon the quality of Soldiers that fill the ranks.
2. In recognition of Soldiers who reenlist, this battalion will award the following incentives:
  - a. Soldiers will have off the date of their discharge and the remainder of the day of their reenlistment.
  - b. Initial Term, Mid-Career and Career Soldiers receive one special four-day pass from the Battalion Commander. In addition Soldiers that reenlist will receive a special three day pass from the Battalion Command Sergeant Major.
  - c. Soldiers who reenlist for six or more years receive a special four-day pass from the Brigade Commander.
  - d. Soldiers are exempt from the Brigade and Battalion duty rosters for 30 days, beginning on the date of reenlistment. The Soldier will, however; pull duty already scheduled prior to reenlisting, but will have a full 30-day exemption beyond that scheduled duty.
  - e. Soldiers reenlisting two or more years will qualify for the Battalion College Education Incentive. As a minimum, Soldier will report to PT and all mandatory training. Commanders will ensure Soldiers are not off for five consecutive days. Soldiers that support post details i.e. SNAIR, fall cleanup, guard duty, etc, will coordinate time-off through their chain of command. Time off will be based on the number of classes taken. This incentive requires Soldiers to enroll in classes offered on-post. Authorized a half day of or the half day after class off. Soldier must meet accountability formation. Soldiers must attend college within 12 months after reenlistment. Soldier must understand that if he/she is alerted for reassignment while participating in the CIP, it does not constitute an erroneous reenlistment.

This Program is broken into the following plans:

ATSE-DE

SUBJECT: Policy Memorandum #8 – Battalion Reenlistment Incentive Program

The above five categories are combined and averaged out. The company with the highest average is awarded the battalion reenlistment streamer. The streamer is awarded on the first battalion run of each quarter. The command will recognize individuals for outstanding effort in the Army Retention Program by the normal awards process.

4. Direct any comments or questions for this policy to the Battalion Reenlistment NCO, 6-5746.

5. Suppression: This memorandum supersedes all previous command reenlistment policy letters.



CHRISTOPHER T. DREW  
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BN CDR, XO, CSM

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Cdr, Co D, 554<sup>th</sup> En Bn

Cdr, Co E, 554<sup>th</sup> En Bn

Cdr, Co H, 554<sup>th</sup> En Bn

S1, S2/3, S4





DEPARTMENT OF THE ARMY  
Headquarters, 554<sup>th</sup> Engineer Battalion  
1<sup>st</sup> Engineer Brigade  
Fort Leonard Wood, Missouri 65473-6400

REPLY TO  
ATTENTION OF

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23 July 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy memorandum #9 - Battalion Leave/Pass Policy

1. Purpose. The purpose of this memo is to describe policies governing the procedures for processing leave/pass requests. This letter does not contradict AR 600-8-10 and is applicable to all personnel assigned or attached to the 554<sup>th</sup> Engineer Battalion.
2. Policy/Procedure. Personnel will request leave/pass through their chain of command to the appropriate commander. Units will complete DA Form 31 as outlined in DA Pam 600-8. Blocks 1-4 and 6-13 will be completed by the company and submitted to the S-1, before a control number is issued. To alleviate duty roster problems all leaves will be submitted to the battalion at least ten days prior to leave start date.
3. Leave Policy.
  - a. Annual leave is due to all service members in a non-AWOL status, except as suspended by the Secretary of the Army or Declaration War by Congress. Suspension of leave automatically requires service members to return to their duty station by the most expeditious mean available.
  - b. All members of this command are encouraged to use their 30 days of leave each fiscal year. This can best be accomplished by frequent, short periods of leave between operational needs of the company and battalion as published on the long-range training/activities calendar and Army Training Resource and Requirement System (ATTRS). First line supervisors will counsel all soldiers in writing utilizing DA Form 4856 on the consequences of losing leave.

**Ordinary Leave**

- c. Personnel in the rank of SSG and below will physically sign in/out at the start and end of leaves/pass with the BN S-1, leave clerk.
  - d. Personnel in the rank of SFC and above can telephone the battalion leave clerk, during duty hours, or the SDNCO, after duty hours, to announce departure on or return from leave. The number for BN Staff Duty is 596-0606. The Soldiers must be at the place from which he or she regularly commutes to work at the time leave starts and ends.
  - e. Leave will only be extended in emergency situations. POV breakdown is not a reasonable excuse for failure to sign-in from leave on time. Plan ahead to account for unforeseen delays.

ATSE-DE

SUBJECT: Policy memorandum #9 - Battalion Leave/Pass Policy

f. Leave forms will be brought to the BN S-1 with all signatures before the leave form is issued a control number.

### **PCS Leave**

g. Soldiers signing out on PCS leave will sign out at the battalion S1 office. Calling the staff duty and signing out at BDE staff duty is not authorized for PCS leave.

h. Soldier will not sign out on PCS leave on the weekends. PCS leave is signed in conjunction with the out-processing of the BN, and out-processing will be done during duty hours.

i. Soldiers PCSing are not authorized to sign out early. Soldiers will not be signed out on leave until the day that is reflected on the DA Form 31. Soldiers who have worked the majority of the duty day will still be signed out that day but will not be charged for that day of leave.

j. When filling out a leave form, the Soldier will ensure that the thru date on the leave form coincides with the date on the PCS orders. This is in accordance with AR 600-8-105 Para 4-8. Ensure that a copy of the PCS orders is attached to the DA Form 31. Leave forms without orders will not be issued a control number.

k. Soldiers who are taking PTDY in Conjunction with PCS leave must have the BN Cdrs signature before issued a control number. Also ensure that the statement IAW with AR 600-8-10 para 5-34 Table 5-16 is included on the DA Form 31.

l. Leave forms will be turned into the S1 5-10 days in advance. This enables the S1 to accurately process the leave form for soldiers.

### **Transitional Leave**

m. All clearing and out-processing of post will be completed before Soldiers are signed out on transitional leave.

n. Soldiers will not sign out on transitional leave on the weekends. Transitional leave is signed in conjunction with the out-processing of the BN, and out-processing will be done during duty hours only.

o. Soldiers are not authorized to sign out on leave early. Soldiers will not be signed out on leave until the day that is reflected on the DA Form 31. Soldiers who have worked the majority of the duty day will still be signed out that day but will not be charged for leave on that day.

p. PTDY is not authorized with transitional leave except for those soldiers taking retirement leave or soldiers being medically discharged.

### **4. Pass Policy.**

a. Passes are a privilege EARNED by individuals who's satisfactory, deserving performance for duty and soldierly conduct warrants such recognition.

b. Unit commanders may authorize passes to their personnel IAW AR 600-8-10 guidelines.



ATSE-DE

SUBJECT: Policy memorandum #9 - Battalion Leave/Pass Policy

c. DA Form 31 will be prepared for all passes that require a soldier to travel more than 200 miles or out of the state of Missouri. Approval at the appropriate level is required along with information on the mode of transportation (bus, plane, 2 soldiers driving together, etc.) In the case of soldiers driving together, they will be counseled in depart/ return times, and determine if they possess the necessary funds to return them to duty by other means should their vehicle break down.

d. Company Commanders may further define distance limits for passes based on mode of travel and number vehicle operators.

e. In the event of an emergency or contingency, personnel on leaves and passes are eligible for recall.


f. Civilian Leave.

(1) Annual Leave. An employee may use annual leave for vacations, rest and relaxation, personnel business, or emergencies. An employee has a right to take annual leave subject to the right of the supervisor to schedule the time at which annual leave may be taken.

(2) Sick Leave. An employee may use sick leave for personal medical need, care of family member with a serious health condition, and for adoption purposes. For absences in excess of three days or for a lesser period when determined necessary by the agency, an agency may require a medical certificate or other administratively acceptable evidence.

(3) Court Leave. An employee who is summoned to serve as a juror in a judicial proceeding is entitled to court leave.

(4) An employee may submit a voluntary written request to their employing organization to transfer annual leave to a specified leave recipient. Procedures are outlined in CPR 690-12, Leave Administration. The request should be submitted to DRM, Customer Service representative.



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